

DEFENSE LOGISTICS AGENCY

MARCH – APRIL 2010

LOGGLINES



STEWARDSHIP

ENABLING OPERATIONAL EXCELLENCE

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from the **DIRECTOR**

Navy Vice Adm. Alan S. Thompson, SC, USN Director, Defense Logistics Agency

Recent events around the globe have placed an increased demand on the Defense Logistics Agency. The U.S. military build-up in Afghanistan, relief efforts to Haiti in the wake of a deadly earthquake, and scrutiny into contracting and acquisition practices, on top of DLA's day-to-day mission, are testing the agency's flexibility and stamina.

This historic level of activity has drawn the attention of global media outlets, which are focusing on the agency's efforts to support U.S. warfighters while also assisting a large humanitarian operation and continuing to be excellent stewards of taxpayer dollars.

We have been successful in sup-

porting these wide-ranging operations because of DLA's scalable capabilities — we are positioned to handle everything that is being asked of us, and I believe our capabilities can be leveraged to do even more should the situation demand it. I expect DLA will be providing intensive support to Haiti relief operations for the foreseeable future because the military is committed to providing humanitarian and security support until other organizations can take over the role.

I want to thank every DLA team member for the dedication you have shown to our mission. Because of your commitment, we have been able to keep pace with the changing needs of warfighters deployed to Haiti, those surging into Afghanistan and those drawing down in Iraq. But, we cannot rest in our pursuit of excellence. Our ability to provide timely, relevant support to warfighters hinges on our own internal business practices and how well we manage our resources.

I've often said taxpayers should not

have to pay a penny more for logistics support of the armed forces than is absolutely necessary — we must deliver maximum effect to warfighters for each dollar spent. This type of responsive and cost effective supply-chain support is only possible when we, as an organization, are dedicated to improving our business operations and performance while controlling costs.

Because our operational excellence hinges on many varied factors — contracts, vendors, automated systems — we must rely on the common, bedrock value of stewardship to unite our efforts. Stewardship is enduring and must become woven into the fabric of DLA's culture. Stewardship is every employee's responsibility.

As DLA's responsibilities continue to grow, we must be able to assure our warfighting customers and stakeholders that we are up to the task. Embedding stewardship in all we do enables DLA's operational excellence. ★

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Risk and Reward

Story by Sara Moore

Risk management is something that businesses and employees everywhere use, whether they are aware of it or not.

When making decisions about a new business venture, an investment, or even where to go for lunch, people naturally consider possible risks and potential outcomes because doing so helps determine an action's cost in terms of time and resources.

And in an organization of more than

25,000 employees that manages billions of dollars worth of assets for American taxpayers and service members on the front lines, identifying possible risks and preventing negative outcomes are important to ensuring continuous levels of support.

The Defense Logistics Agency has turned to a process that has been catching on across the business world – Enterprise Risk Management – as a means of identifying and eliminating

risks to ensure taxpayer dollars are being spent in the best possible way, while getting warfighters what they need.

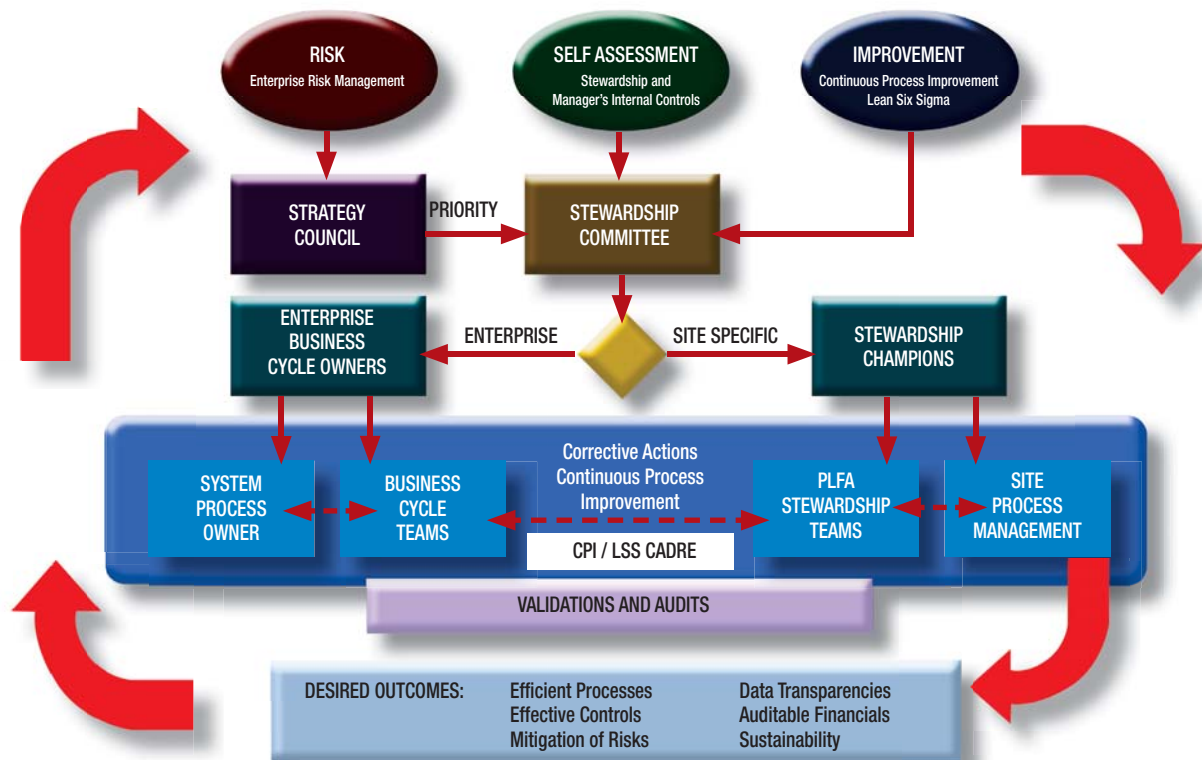
ERM is a management process that takes an organization-wide look at identifying, assessing and communicating risks, and then taking action on those risks, explained Jeff Stagnitti, DLA's chief

The Defense Logistics Agency is ready with support whenever the need arises, like when warfighters need drinking water as pictured here. The support is possible because the agency minimizes risks in its daily operations.



Air Force Master Sgt. Dawn Price

Enterprise Risk Management Governance



This graphic shows the governance for Enterprise Risk Management within the Defense Logistics Agency. The process is designed to start with identifying risks, take corrective action on those risks, and follow-up on the results of those actions.

— Graphic by Paul Henry Crank

risk officer. Stagnitti is heading up a new division in the Enterprise Transformation and Strategic Planning Directorate called risk assessment and process improvement. This new division will use ERM to create a standardized approach to risk management.

The goal of ERM is to develop a standardized, repeatable process of identifying and assessing risks, making recommendations to leadership for actions on those risks, tracking the actions taken on those risks, and being able to learn from the process to make DLA more efficient and effective, Stagnitti said.

"Really what this is about is being able to look at a wide variety of pieces of information and intelligence and lashing it together in a way to help us focus what we take management action on," he said. "Enterprise Risk Management provides a

lens through which management action can be focused on the important issues of the day."

In an organization like DLA, which has multiple field activities in different geographical locations, having an enterprise-wide approach to risk management is very important, Stagnitti said. ERM will examine issues across the board and at all geographic locations, he said. The process will look at things like financial management, operational management, business processes and planning in a multi-functional way, and

look for connections in identifying and assessing risks.

"By doing it in an enterprise way, we are bringing together what are similarly focused but perhaps differently executed functions in a variety of different organizations and geographic locations," he said.

The enterprise-wide focus was the reason DLA first looked at Enterprise Risk Management as a possible tool, said Bridget Skjoldal, staff director of the audit division in the DLA Accountability Office. Skjoldal and her staff were the ones tasked with finding an organization-wide approach to risk management.

After researching the subject, she

Enterprise Risk Management is a management process that takes an organization-wide look at identifying, assessing and communicating risks, and then taking action on those risks.

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and her team decided ERM was a good possible solution for the agency, and they instituted pilot programs in the Financial Operations Directorate and at the Defense Supply Center Columbus, Ohio. During the pilot programs, the auditors found that each organization, although working separately to identify and eliminate risks, was identifying risk in many of the same areas.

“So if they were working on the risks independently, the way that they usually would, basically, each organization would have been trying to mitigate those risks or coming up with corrective action independently, without the other one knowing,” Skjoldal explained. “So what we found was that it would be better to look at them as an enterprise and come up with enterprise solutions.”

The pilot programs also showed that one organization would sometimes identify a potential risk that another organization had already experienced and resolved, Skjoldal said. Communicating this information across the different organizations within the agency would

allow the organizations to learn from each other and develop a more thorough approach to risk management, she said.

ERM seemed like the right fit for DLA, because the agency’s structure tends to make it work in “silos” rather than as an enterprise, Skjoldal said. “And so, while one organization might know what their risks are, they’re not necessarily thinking about how their risks might impact the other organizations,” she said. “... ERM is set up to look across the enterprise, and it also is set up so that eventually anybody within an entire organization can identify risks, so it’s not just your senior leadership [identifying risks].”

Now that the program is up and running, the responsibility for ERM has shifted to the Enterprise Transformation and Strategic Planning Directorate, and the Accountability Office is in a supporting role, Skjoldal said. The audit division continues to work with J-5 in a collaborative relationship – providing risk topics gathered through its internal audits, and using risk areas identified by ERM in its



Navy Petty Officer 2nd Class John Philip Wagner, Jr.

Minimizing risk in financial operations helps ensure that the Defense Logistics Agency can meet the needs of the warfighters in the field, like these Navy crew members aboard Military Sealift Command fast combat support ship USNS Bridge on a replenishment mission in the North Arabian Sea.

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Enterprise Risk Management helps the Defense Logistics Agency supply U.S. service members with the tools they need to respond to any crisis, such as these medics with the Air Force Special Operations Command treating a Haitian man at the Troussaint L'Ouverture International Airport, Port-au-Prince, Haiti after the earthquake that devastated the city this winter.

Air Force Master Sgt. Russell E. Cooley IV

annual audit plan.

The Accountability Office is one of the important sources of input for Enterprise Risk Management, said Jeffrey Curtis, director of enterprise transformation and strategic planning. The ERM program will take input from many different sources, including agency employees, senior leadership, Government Accountability Office audits, and Department of Defense Inspector General reports, and compile it graphically to show the likelihood of different scenarios happening and the impact those things would have. This graph, called a heat map, gives leaders a clear picture of what areas need to be focused on, he said.

"What you end up looking for is things in the 'high and the right' — things in the upper right corner of a quadrant," he explained. "[That means] there's a decent chance it would happen and if it did, the consequences would be very unacceptable. Those are the types of things we're going to look at."

Curtis and Skjoldal both stressed that even with a robust risk management program, organizations have to accept some risk. This "risk appetite" means that all risks do not go away, but risks are managed to an acceptable level, Skjoldal said. Curtis agreed, adding that not all risks can be controlled, and leaders have to make decisions about where to apply their resources.

"What this does is make sure that we're leveraging to the maximum extent possible the finite resources we do have to address risk," Curtis said. "I think to just





Navy Petty Officer 2nd Class Daniel Barker

Enterprise Risk Management is vital to an organization like the Defense Logistics Agency, which keeps U.S. troops around the globe mission-ready. Here, U.S. soldiers help the crew of a Navy MH-53E Sea Dragon helicopter from aircraft carrier USS Carl Vinson unload food and supplies at the airport in Port-au-Prince, Haiti.

kind of ‘wing it by the seat of our pants’ – we might be going after risks that are neither likely nor very impactful, which isn’t the best use of taxpayer dollars. Those are dollars that could have been spent in a better way for warfighters.”

An example of how ERM helps ensure taxpayer dollars are being spent in the best way possible is in the area of financial reporting. DLA has been striving to achieve financial auditability, or ensuring that all financial data in accounting reports is accurate and complete, for several years, Stagnitti said.

Applying ERM principles to that process allowed leaders to look at the agency’s business processes from an operational, financial and support standpoint, he said. Then value-stream mapping is used to document what happens at each step in the business process and determine the value it generates for customers. This not only allows leaders to identify and test management controls, but also gives them comparable data about business practices so they can identify areas for improvement, he said.

“You end up having an auditable, traceable set of numbers,” Stagnitti said of the process. “You can have information in your financial reports and be able to track it all the way back to individual sets of activities that created those results, which will position us for the financial auditability we’ve been

striving for for years.”

In that situation as in many others, the “enterprise” aspect of ERM is what really made the difference, Stagnitti said. During the value-stream mapping, people from different parts of the agency with different perspectives come together, which allows them to see common issues and themes they needed to address.

“When you see themes recurring and rippling across multiple functions, that’s a pretty good indication that that is a risk area that you want to address,” he said. “And that helps us from the standpoint of using ERM as a way to focus management energy. That shines a light on an area that we want to take a good, hard look at.”

When ERM helps identify an area that needs action, that will be where leaders apply continuous process improvement, Curtis said. After action is applied, Stagnitti’s division will then follow up with managers’ internal controls and statements of assurance to make sure the improvements are taking hold and making a difference.

Having all the elements of the risk management process – identifying, assessing, taking action, and checking progress – in one division creates a “closed-loop” process that will ensure issues are taken care of and taxpayer resources are spent in the best possible way, Stagnitti said.

Because DLA’s mission is so vital to

America’s military, it is important to have a process like ERM in place to make sure the agency’s resources are spent where they are really needed, Skjoldal said. ERM will allow leaders to identify areas that may not need as many resources, and areas where those resources could be moved, she said.

“[Then] I think you can make those conscious decisions about where to use the resources wisely, because we know we’re not getting more resources,” she said. ★

The Defense Logistics Agency provides the supplies warfighters need to accomplish their missions, including essentials like food and water. Enterprise Risk Management helps the agency ensure its resources are being spent in the best way possible to keep the warfighters equipped and fed.

Navy Petty Officer 2nd Class John Philip Wagner Jr.



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CRUISE Control

Story by Dianne Ryder

“What gets checked gets done” — the phrase appears on promotional signs posted throughout Defense Logistics Agency buildings around the globe.

It also sums up the mission of the Managers' Internal Control program, which was established to increase how efficiently the agency operates and how effectively it uses its resources.

Since April 2009, the MIC program has been part of the agency's Enterprise Transformation and Strategic Planning Directorate, headed by Jeffrey Curtis.

Part of the 2009 Director's Guidance dictated creation of an enterprise risk management office to reduce the amount of risk the agency encounters when conducting its operations in support of customers, Curtis said.

While it's impossible to mitigate all risk, the DLA direc-

The Defense Logistics Agency Managers' Internal Control program helps the agency operate efficiently to get warfighters what they need.



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tor is required to provide reasonable assurance in an annual report to the Office of the Secretary of Defense that effective controls are working to reduce possible risks, he said.

"To do right by the MIC program and to leverage the new mission of risk management, we set up a new division called Risk Assessment and Process Improvement," Curtis said.

The risk assessment division encompasses the MIC program, continuous process improvement and "risk management proper," Curtis said.

The risk management team helps

identify issues the agency needs to address and improve, he said, through the process-improvement model known as DMAIC, which stands for define, measure, analyze, improve and control.

"But it's kind of all for naught if you don't control the [issues] and make sure [corrective actions stay] in place," he explained.

Curtis said that's where Thomas Doyle, program manager for the MIC program, and his staff come in.

"[They make] sure that we don't slip back into our old ways and that we control the processes that we've defined,

Managing risk and controlling processes means the Defense Logistics Agency can focus its efforts on supplying warfighters, like this Airman, with what they need.

measured, analyzed and improved," Curtis said.

Doyle said the internal controls program objectives are very similar to the stewardship objectives laid out in DLA Director Navy Vice Adm. Alan Thompson's 2010 Director's Guidance. Both strive for increased effectiveness and efficiency of operations; reduction in risk of asset-loss; compliance with laws and regulations, and increased reliability and accuracy of financial and business reporting.

"I think we complement [the objectives] well because stewardship is like an umbrella ... and the MIC program takes it from the bottom and brings it back up," Doyle said.

As program manager, Doyle solicits a letter from each assessable unit, which includes most DLA headquarters





Navy Petty Officer 2nd Class D. Keith Simmons

A Marine stages gear during a mock deployment drill for a readiness and preparedness exercise. The Defense Logistics Agency works hard to control its operational processes so customers and warfighters get best-value support.

directorates and primary-level field activities. Each director and commander must certify management understands internal-control responsibilities and attest to a reasonable level of confidence that controls are in place and working as intended.

If controls are not working, Doyle requests a plan of corrective action to resolve the deficiency.

"Currently, there are 14 financial material weaknesses and one operational, but I personally attribute that to the rigorous internal controls [required for] financial reporting," Doyle said.

"And that's what we're trying to do [for the program overall], add a little more rigor to the process and see if anything comes up. We want to ensure we have the process in place to discover those deficiencies or material weaknesses if they exist."

In 1982, Congress passed the Federal Managers Financial Integrity Act, which requires federal agencies to establish and maintain a system of internal controls, and to annually assess the controls and report on the results.

Doyle said many of DLA's managers mistakenly perceive the internal controls program as a routine reporting requirement, with an assessment letter and report due every year in June.

"It's more complicated than that," Doyle said. "It's a self-assessment and there's a whole process involved ... that's the word we've been trying to get out."

Getting the word out involves training approximately 30 MIC administrators who help Doyle monitor and execute the internal controls program across the enterprise.



"Every year we put together a conference; we pull in the internal control administrators from headquarters and primary-level field activities, and we give them additional training and focus where we think we need to improve our processes," Doyle said.

In most cases, Doyle said the MIC administrators are taking this on as a collateral duty. Both Doyle and Curtis agree that the challenge is ensuring the administrators consider their duty a priority.

Curtis said he ensures the reporting requirement is a priority in his office.

"We certainly don't want to do it simply because we were told to 'check the box,' or do the minimum amount required, and I think that's a battle [Tom]

has fought over the years."

"What we'd like to do is actually leverage this to help identify the issues where there is a material weakness and we are vulnerable; to document how we're addressing those and then to follow up and make sure we do close the items that we've identified," Curtis said.

Doyle and Curtis also agree that implementing effective internal controls and maintaining stewardship excellence are everyone's responsibility, not just that of risk managers or finance personnel.

Doyle explained that just because one organization doesn't report any deficiencies in the process of getting a product to a customer doesn't mean there aren't issues in the bigger picture.

From a big-picture perspective, he

An Airman checks the landing gear on a KC-10 Extender aircraft at an undisclosed base in Southwest Asia. At the Defense Logistics Agency, maintaining internal controls is vital to ensuring warfighters get supplies like spare parts and fuel.

said, the product goes through various steps and it's important for each organization to identify any weaknesses throughout the process.

In addition to being ranked highly for an effective internal controls program by OSD in past years, Doyle said DLA received awards in 2007 and 2008 for increasing program awareness among its employees.

"We recognize that we don't have a perfect program, but we have a good program and we're continually trying to make it better," Doyle said. ★

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Smart Buys

Story by Beth Reece

Tom Rosenthal is not an impulsive shopper. Whether he's buying prosthetic implants or screening equipment for newborns, the Defense Supply Center Philadelphia contracting specialist rethinks every move he makes when spending taxpayer money on service members' supplies.

"People may believe we're just placing orders and buying things, but it's not that simple. I'd say 90 percent of our day is spent gathering information, preparing justifications and making sure the decisions we make really are right for our customers," Rosenthal said.

A new group called the Operational Evaluation Team was created in January to help ensure Defense Logistics Agency contracts, particularly those with

prime vendors supplying warfighters in Afghanistan, are not vulnerable to vendor fraud.

The group is conducting "an intense self-assessment that will help us further enhance the performance of DLA's acquisition mission," DLA Director Navy Vice Adm. Alan Thompson said, adding that the assessment is not intended to single out people or primary-level field activities for criticism.

The team has 90 days to analyze current contracts for food, fuel, building materials, distribution and disposal in Afghanistan for potential fraud vulnerabilities, contract and internal-control weaknesses, and possible price improvements. Contracts currently under review include one contract in subsistence, one in construction and nine in energy, one



in distribution, and one in reutilization and marketing.

At the end of the review, DLA will have a repeatable process that can be used to ensure vulnerabilities are identified and corrected in all of its complex contracting vehicles – present and future, said Simone Reba, deputy director of Financial Operations, who is leading the team through the Afghanistan review.

"What we're really doing is brainstorming, reviewing the details of these contracts, and the end-to-end business process to see if they're structured in a way that could potentially expose us to risk," she said. "It's a lot like what we do in our personal lives. We don't want to be vulnerable to identity fraud, for example, so we do specific things to protect ourselves against it."

Agency continuous process improvement facilitators at the Defense Supply Center Philadelphia and in the Enterprise Transformation and Strategic Planning Directorate are helping the team comb through acquisition documentation using a five-step problem-solving method known as DMAIC, which stands for define, measure, analyze, improve and control.

"The idea is to help the team identify

The Defense Logistics Agency's Operational Evaluation Team is helping ensure contracts such as those for construction and building materials used by troops in Afghanistan are not vulnerable to vendor fraud.



Air Force Senior Master Sergeant Kim Allain

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any vulnerabilities that need to be corrected and then see if those same gaps or issues apply to the contracts within the scope of our team. There may be specific improvements to individual contracts, but there may also be some broader enterprise-level improvements that we can make with regards to acquisition processes as a whole," said Kevin Quick, chief of the DLA CPI Office, which is part of the Enterprise Transformation and Strategic Planning Directorate.

The long hours contracting specialists spend doing market research and evaluating contract bids from top vendors is similar to work done using standard continuous process improvement or streamlining techniques, Quick said.

"We all may not necessarily frame our work as a continuous process improvement event, but those events, such as the Operational Evaluation Team's, bring common terminology, a proven approach and consistency of execution across the agency for improvements to our business model," he explained.

Team recommendations are due to Thompson in mid-April and are expected to include correction strategies to be carried out by specific key players.

"We are looking at all aspects of acquisition management and the end-to-end business processes associated with acquisitions. Solutions may involve changes to existing procurement oversight processes, modification to existing reports and additional system flags. It's really too soon to say," Reba said.

Solutions will also go outside the acquisition community, she said, because contract administration is not just a contracting officer's responsibility.

"Contract administration is the responsibility of many," added Navy Cmdr. Eric Morgan, executive officer in the Acquisition Management Directorate. "Outside the contracting chain, there are quality assurance representatives

The Defense Logistics Agency contracts with commercial distributors to provide food, fuel, building materials and more for service members around the world.

and finance, production, oversight and technical types involved."

Adapting to change has become a reoccurring theme among DLA's acquisition professionals. The agency was created in 1961, but has undergone numerous reorganizations in the ensuing years to better manage business processes. In 2007 the agency established the Acquisition Management Directorate to ensure proper management and oversight of DLA's acquisition programs enterprise-wide.

Since then, senior acquisition executives have been placed at each supply center to head local contracting efforts, and the Center of Excellence for Pricing was created to help ensure contracts are in the best interests of DLA, warfighters and taxpayers.

"The incorporation of lessons learned as a means of achieving continuous improvement is a strategy consistently employed by the agency and a central tenet of our acquisition program," said Nancy Heimbaugh, DLA's senior procurement executive and director of Acquisition Management.

Rosenthal, who has worked as a contracting specialist for more than four years, expects change to be a constant in the acquisition career field.

"We work with a commercial market that's always changing and there are always new ways of doing things. What may be law in acquisition today may be amended tomorrow," he said. "So we are continually learning and making improvements to the way we go about awarding contracts."

The agency employs 3,000 acquisition professionals who process about 11,200 new contract awards and modifications to existing contracts each day. ★

Army Staff Sgt. Andrew Smith





BENCH STRENGTH

Story by Dianne Ryder

In the sports world, teams vie for access to the most talented and experienced players to form the foundation for a top-notch, winning program. Managers and coaches also devote much time and money to honing the skills of the players already on their rosters.

The same thing is true at the Defense Logistics Agency, where a team of human resources experts is working to ensure the agency makes the best use of its time, talent and dollars to turn out a world-class team.

Even before DLA Director Navy Vice Adm. Alan Thompson released his 2010 Director's Guidance calling for more focus on workforce development and excellence in the management of agency resources, DLA's Human Capital Program Development office, under the guidance of staff director Sandra Miller, had been working to address workforce skill gaps.

Miller's team had also been developing human-resource metrics, conducting competency assessments and surveys, and coordinating with the DLA Training Center to develop leadership programs that give the agency evidence of how its human resources strategy is performing.

Examining processes to make better use of resources is something Miller

said her team has pursued for a long time. One of the most important long-term aspects on which she said the team concentrates to save time and money is identifying skill gaps, or areas where employees' abilities may be lacking, and providing them training. The Human Capital Program Development office works closely with the DLA Training Center on this process, which falls under the Talent Management umbrella.

Laurie Hall, a human resources specialist on Miller's staff, manages the agency's Talent Management initiative, which contains three prongs of activity: workforce planning through a systematic, integrated, competency-based process; strategic recruitment through implementation of refreshed recruitment tools and approaches; and improvements to training and development through implementation of strategies to address existing skills gaps, enhance readiness for future mission requirements, and expand opportunities for individual growth.

Hall said that DLA employees likely first saw the term "talent management" in the 2009 Director's Guidance, which called for human resources to expedite progress on DLA's Talent Management Program.

But Miller's team had already been involved with TM by conducting analyses and surveys prior to release of the 2009 Director's Guidance to see what types of knowledge and skills the agency needed to perform better and where to put employees with those skills to do the most good.

Miller said the team has successfully identified the knowledge, skill and ability gaps in various job series.

"Talent Management is the umbrella to bring all activity together in a thoughtful, deliberative way," she said.

"All of our efforts within TM should be competency-based," Miller continued. "What we're striving to do is to analyze the current requirements and determine whether we have those competencies."

According to the 2010 Director's Guidance, TM supports an enterprise-wide strategy to ensure DLA's workforce has the right skills to meet current and future mission requirements. Hall said competency-gap analyses help the team develop recruitment, as well as training and development strategies and apply resources to remedy those identifiable gaps.

"DLA's Talent Management approach encourages us to be much more strate-

gic in what we focus on – and spend our dollars on – in the human capital arena. Through workforce planning and competency gap assessment, we are identifying how DLA might best use limited resources to ensure its workforce is prepared to meet today's and tomorrow's mission requirements," Hall said.

Officials said a key to this initiative's success are the senior executive-level leaders who have responsibility for workforce capability in assigned occupations including DLA's mission critical occupations. Known as functional community managers, these leaders ensure DLA has the right people with the right skill sets.

Working on behalf of the DLA functional community managers are the DLA FCM points of contact who are generally GS-15-level managers. Hall said the DLA FCM POCs work closely with the FCMs, with work groups within their functional communities, and with Human Resources to conduct workforce planning and to develop recruitment, training and development, and other strategies to close any identified competency gaps within their assigned occupations. These FCM POCs essentially monitor the overall health of their respective functional communities on a day-to-day basis, she said.

Because they are close to the work of the community, the FCM POC's recommendations are likely to be on-target and can bolster upper-level management support for recruitment and training strategies, Hall said.

The primary challenge for initiatives like Talent Management, which cannot be measured in direct cost savings, is determining if recruiting efforts and training strategies are successful. However, Human Resources is developing a Talent Management "Health Index," a set of measurements to help DLA and individual functional

communities determine if Talent Management strategies are working, to learn whether the agency is narrowing competency gaps and if it is attracting and retaining a highly skilled, diverse and agile workforce, she explained.

In addition, DLA's adoption of the Decision Lens Tool will help the Agency decide which Talent Management initiatives will be funded. Decision Lens is a software solution built on the premise that collaborative decision-making is best, officials said. Lee Widmayer, a financial analyst in DLA Financial Operations' Integration and Corporate Operations office, said DLA will be implementing the automated tool in the next program budget review cycle to assist the agency with resource decisions.

"The [program budget review] process is a manually intensive process and requires up-front knowledge," he said.

"We are hopeful Decision Lens will reduce the time-consuming effort related to developing multiple options and adjustments for late-breaking decisions."

Widmayer added that Decision Lens will allow the agency to prioritize its budgetary requirements based on DLA principal voting members' criteria and collaborative decision-making.

"Working directly with a facilitator from Decision Lens, we have built a model tied directly to the 2010 Director's Guidance," he said.

Hall said this new approach will help DLA identify and fund critical Talent Management initiatives that will help keep the agency's workforce mission-ready.

"With limited dollars, you can't fund everything, but Decision Lens has the potential to help the agency use its dollars strategically in ways that support the Director's Guidance," she said. ★

Defense Logistics Agency Photo



Product Specialist Jose Ramos (left), Infrastructure Support Branch chief, Sharon Ferris, and Equal Employment manager, Ruben Filomeno, all with Defense Supply Center Philadelphia, speak with customers at a 2009 recruitment fair in Puerto Rico. Recruiting the right candidates for Defense Logistics Agency jobs is part of the agency's workforce strategy.

Stewardship

ENABLING OPERATIONAL EXCELLENCE

The Defense Logistics Agency has a mission vital to the success of American military operations across the globe. But the DLA mission would never be accomplished if it not for the employees who work daily to keep every part of America's premier combat logistics support agency running smoothly. From filling supply requests to managing childcare services at agency field activities to teaching the Iraqi army supply management processes, employees are what make the difference at DLA.

Driving Force

Story by Sara Moore



Andres Villa

Andres Villa has a story to tell. The 27-plus-year veteran of the Defense Logistics Agency's distribution operation in San Joaquin, Calif., has spent his career in service of warfighters. Villa served in the military for three years before joining the DLA team in 1983 and though he's eligible to retire this summer, he said he wants to stay on so he can share his knowledge with the next generation of agency employees.

His philosophy is that by showing

the new employees all the benefits they get from working for DLA, he will inspire them to give their best to the agency.

"I think it gives [the new employees] a little pride in that the depot is giving them so much, they [should] want to give in return," he said.

Villa has already shared some of that knowledge with people halfway around the world. After working for 26 years at the Defense Distribution Depot San Joaquin, Calif., Villa deployed to Iraq in October 2008 and used his expertise to

help the developing Iraqi army.

A distribution process worker supervisor, Villa was part of a four-person DLA advisory team that spent seven months teaching Iraqi soldiers and civilian workers supply and warehouse procedures.

When the team arrived at Camp Taji, the Iraqi army had no warehousing system and was using paper ledgers to keep track of supplies, Villa said. They had to teach the Iraqis "from the bottom up," he said, showing them everything from how to establish locations to



Andres Villa, fourth from left, poses with members of the Iraqi army and civilian warehouse workers at Camp Taji, Iraq. Villa, a distribution process worker supervisor at Defense Distribution Depot San Joaquin, Calif., was part of a four-person Defense Logistics Agency team that deployed in October 2008 to assist the Iraqi army with supply procedures.

Another employee making a difference for DLA is Tracy Charles, the child development services coordinator for Defense Supply Center Columbus, Ohio. A 10-year DLA veteran, Charles is responsible for overseeing the Child Development Center at DSCC where she tracks quality assurance and helps the center's contractors maintain Defense Department certification. She also provides assistance and oversight for the relocation and family advocacy programs under Morale, Welfare and Recreation.

Charles said the best part of her job is being able to provide DSCC employees with a nurturing

environment for their children.

"It's awesome to see parents who've never had their children in daycare before drop off and leave feeling completely comfortable," she said. "You know, I'll have parents come in that say, 'I was just not ready to do this. I didn't think my child was ready, but [the center does] such a great job, it makes doing my job so much easier.' That makes it really worthwhile, to know that they're doing their job and not worrying about the safety of their kids — knowing that they're loved, cared for and learning."

Prior to working at DSCC, Charles spent seven years in Germany working for child development services on an

Army base. Transferring to a mostly civilian organization was a big adjustment, she said, but she really enjoys working for DLA, and specifically at DSCC.

"Everybody's super hard-working and really dedicated and we have a great time," she said. "I'm thoroughly enjoying it."

She said she is looking forward to the expansion of the CDC this year, which is expected to increase its capacity from 162 children to 282.

entering items into a database. He advised Iraqi army personnel on lean processes while re-warehousing freight from old Iraqi army depot locations to new locations.

He also advised and assisted the Iraqi army in storing millions of dollars of Foreign Military Sales freight and tracked receipts of FMS material bought by the Iraqi government, totaling more than \$67 million.

Villa said he appreciated learning about a new culture and enjoyed working with the Iraqi soldiers.

"They were just real good people to work with; they were real friendly to us," he said.

Villa is especially proud of an incentive program he helped create for the Iraqi soldiers and civilians working in the warehouses. The program rewards top performers with a day on the coalition side of the base — shopping at the Post Exchange, eating at the dining facility and going to the movies. The program was Villa's idea after he saw the poor quality of food Iraqi workers were eating, he said, and he put in a lot of work to get the program approved.

The Iraqi soldiers were very grateful for the chance to spend a day on the coalition side of the base, Villa said. It was personally rewarding for him, he said, to see them get a good meal at the dining facility and buy things for their families at the PX.

"That was the biggest joy that I got out of it, just to see their expressions," he said. "It was a great experience."

Back at DDJC, Villa manages more than 80 employees in the Air Lines of Communication, a small parcel and packing area in the containerization consolidation point. Villa's crew processes high-priority shipments for U.S. Pacific Command customers and is also re-positioning stock to prepare for shipments to and from bases affected by Base Realignment and Closure legislation.

Villa said the best part of his job is knowing he is supporting warfighters. He said his time in Iraq allowed him to see how DLA benefits the service members there, and really brought home the importance of his job.

"Just being there to support them, for whatever they need, is very satisfying for me," he said.



Tracy Charles



Clancy Duncan

Halfway across the world, another DLA employee works hard to make sure the agency's mission of supplying warfighters gets accomplished.

Clancy Duncan, an operations officer in the Joint Logistics Operations Center for Defense Energy Support Center-Europe and Africa, supports bulk fuel sourcing for U.S. European Command, U.S. Africa Command, and U.S. Central Command.

Duncan's job involves close stewardship over the Turkey Northern Ground Line of Communication into Iraq, support to all military service exercises, including U.S. Air Force weapons training deployments, and support to NATO partnership missions.

Being colocated in the region with the military commands his team serves means that Duncan and his colleagues are often the DLA face to customers, he

said. JLOC personnel closely support the missions of their regional command customers, sometimes deploying with units on exercises.

This close involvement with the customer is part of his job that Duncan enjoys, he said. "This level of support enables us to immediately reach back to the regional headquarters to work quickly and resolve issues, with clear understanding of customers' concerns, as you're right there with them," he said.

Duncan has worked for DLA for two years, after spending time in the Army. He said he enjoys the challenges his job presents him, and he's glad to be a part of DLA.

"DLA has always had a great reputation, and I'm proud to be a member of the team," he said.



Navy Petty Officer 3rd Class Nicole Beneman



Defense Logistics Agency employees work hard behind the scenes to ensure supplies, like these being loaded into a C-2A Greyhound aircraft headed for Naval Station Guantanamo Bay, Cuba, reach service members in the field.



Air Force Tech. Sgt. Matthew Whitman

Although DLA is made up mostly of civilian employees, there are also many dedicated service members working hard to keep the agency moving forward.

One such service member is Air Force Tech. Sgt. Matthew Whitman.

Whitman, a quality assurance representative for Defense Energy Support Center Americas-East, has been in the military for 13 years and has spent the last four with DLA.

Whitman said he enjoys working with his civilian counterparts, many of whom have military experience, because they've all been great mentors to him.

"The DESC leadership and supervisors are great people to work for," he said. "They are always placing you

in situations [where you can] improve yourself."

In late January Whitman deployed for temporary duty at U.S. Southern Command in Miami, where he augmented the USSOUTHCOM DESC liaison officer/joint petroleum officer for all fuel requirements for the military relief operations in Haiti, following a devastating earthquake there.

Whitman said he plans to stay in the Air Force and work his way up to the rank of chief master sergeant.

Employees making a difference at the Defense Logistics Agency ensure warfighters in the field get what they need, when they need it. Here, Navy Seabees remount a water tower after completing a roofing project at the Bai Bureh Memorial Community Hospital in Lungi, Sierra Leone.

Navy Chief Petty Officer Jason Morris



Stewardship

ENABLING OPERATIONAL EXCELLENCE

HELPING HANDS

Story by Beth Reece

Teachers without classroom computers, hurricane victims in need of food and water, and firefighters battling wildfires in California all have one thing in common: the Defense Logistics Agency can help them.

While DLA may be best known as the primary logistics provider for America's warfighters, it is also gaining recognition as a key supplier for local, state and federal agencies looking to make the most of shrinking budgets, and for the Federal Emergency Management Agency during natural disasters like floods, fires and hurricanes.

"DLA plays a major role in the domestic support mission for the Department of Defense," said Army Lt. Col. Daniel Lauretano, an attorney with DLA's Office of General Counsel.

DISASTER RELIEF

The 1988 Stafford Act authorizes DLA to provide such agency-managed items as meals, water and medical supplies to FEMA for use in relief efforts following natural disasters throughout the United States. Once a disaster has been declared by the president, FEMA assesses what it needs to respond and requests support from the appropriate federal agencies who then issue "mission assignments" to key players. In DLA's case, DLA can provide support to FEMA based on mission assignments from DoD or through a Secretary of Defense-sanctioned Interagency Agreement between DLA and FEMA.

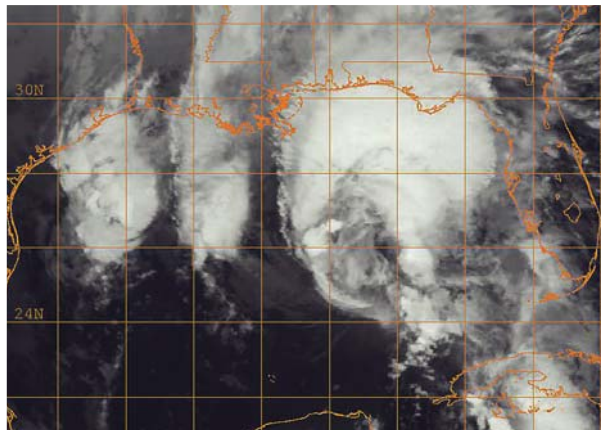
After hurricanes Katrina and Rita in 2005, DLA provided FEMA

with more than 30 million ready-to-eat meals, and the Defense Energy Support Center provided thousands of gallons of ultra-low-sulfur diesel and unleaded gasoline.

And when recovery operations began after Hurricane Ike swept through Southeast Texas in September 2008, DLA's Defense Distribution Center deployed what's now known as the Defense Distribution Expeditionary Depot, which is capable of providing the same service and in-transit stock visibility as any of DDC's distribution facilities. The team processed more than 4,000 truckloads of tarps, ice, water, meals and other emergency supplies, Lauretano said.

"We adjusted to the situation based on where FEMA wanted us and where the most people who needed help were. Our team worked long hours while we were here to make sure the necessities got where they needed to go," said Marc Parsons, who was then the deployable center's director.

DLA can impact FEMA's success even before disaster strikes, added Steve Quinn, DLA liaison officer to FEMA. The



The Defense Logistics Agency provides agency-managed items like meals, water and medical supplies to the Federal Emergency Management Agency for use in relief efforts following such natural disasters as floods, fire and hurricanes, such as Hurricane Ida (left) and 2005's Hurricane Katrina, that occur throughout the United States.







Scott Woosley

Distribution process workers Jed Ballesteros, left, and Wayne Anders communicate with a truck driver delivering supplies to survivors of Hurricane Ike from Defense Distribution Depot San Joaquin, Calif.

DLA-FEMA interagency agreement was created as a result of lessons learned during Hurricane Katrina in 2005, and allows the agency to supply FEMA with DLA-managed items without a mission assignment.

“After hurricanes Katrina and Rita, we signed an interagency agreement with FEMA,” Quinn said. “Over time, we have grown to understand what FEMA’s mission requirements are and how they operate, and FEMA knows what type of direct support we can provide to them in time-sensitive situations.”

“We don’t need Stafford to be invoked,” Lauretano added. “We can do a lot of pre-planning, pre-stocking and pre-staging at FEMA logistics centers to help FEMA be ready to respond to a domestic disaster before it’s ever forecasted.”

DLA’s part in disaster relief is orchestrated by the agency’s Joint Logistics Operations Center at Fort Belvoir, Va., where a staff of about 20 military and civilian employees coordinate and monitor support to FEMA. For most emergency items, the JLOC turns to the Defense Supply Center Philadelphia, the agency’s center for troop support. The Defense Energy Support Center provides fuel and the Defense Distribution Center manages distribution of all DLA-provided supplies.

The agency also has liaison officers colocated with U.S. Northern Command to help plan relief efforts.

STATE AND LOCAL GOVERNMENT

But it doesn’t take an emergency to receive logistics support from DLA. The National Defense Authorization Act’s 1033 program allows state and local law enforcement agencies to receive vehicles,



Marine Corps Reserve Chief Warrant Officer 4 Mark Bowen discusses supply issues with a representative from the Federal Emergency Management Agency. Bowen deployed to Texas with the Deployable Distribution Center to help with recovery efforts after Hurricane Ike devastated the region in 2008.

weapons, computer equipment, body armor, night-vision equipment and more from DLA on an “as is, where is” basis. The program is supported by the Defense Reutilization and Marketing Service’s Law Enforcement Support Office.

DRMS also manages the Computers for School program, which enables schools from kindergarten through high school to receive excess DoD computer equipment.

“It makes good sense to provide this service to our schools, because otherwise, a good majority of these computer systems would be destroyed or recycled for their usable components. It also makes sense because these students are our future,” said K-marie Logan, chief of DRMS’ Reutilization, Transfer and Donation Branch.

Participating schools must apply online and arrange property pickup. Military units turning in excess equipment can also canvas local schools to see which ones are in need, then designate a preferred school as the beneficiary of their equipment via DRMS’ Computers for School Web site, Logan said.

More than 3,800 schools are currently enrolled in the program and 250 schools received more than \$21 million worth of IT equipment to schools throughout the nation in fiscal 2009, she said.

Fire and aviation officials working for the U.S. Forest Service can also take advantage of excess property through the DoD Firefighter Program. In July, DRMS transferred to the USFS critical helicopter parts – primarily helicopter engines, transmissions and drive-shaft assemblies – to support two USFS “Firewatch” helicopters.

“For around \$35,000, we pulled more than \$30 million worth of parts. That’s an amazing \$1,000 to \$1 in savings for

the department,” said John Browning, contract representative for the Firewatch, an aircraft that allows crews to detect fire from 8,000 feet in the air.

Schools also reap the benefit of DLA’s buying power, as the Defense Supply Center Philadelphia provides fresh fruit and vegetable deliveries to schools through the United States Department of Agriculture’s National School Lunch Program. By using long-term contracts with mostly small-business vendors, DSCP provided more than \$82 million of produce to 46 states, three territories and the District of Columbia in fiscal 2009.

Though Lauretano said the agency is still working with DoD, the Department of Homeland Security and the military services to generate implementing

guidance, soon state and local governments will be able to purchase the latest anti-terrorism services and technologies through existing DLA contracts, rather than rely solely on excess property managed by DRMS.

“The big benefit of the program is it allows state and local governments to take advantage of DLA discounts. When you buy in bulk, you get a cheaper price. State and local governments are always strapped for cash and they don’t buy as much as DLA buys,” Lauretano said. “State and local governments will be able to use our contracts and personnel to facilitate the purchase of these items. It’s a good partnership and a great way for DoD to contribute to the security of the 50 states and local communities.” ★

TEN QUESTIONS WITH...

Tony Poleo

Chief Financial Officer Provides Insight on Agency Stewardship Initiatives and Improvements

1. As the Defense Logistics Agency's chief financial officer, what does being a good steward mean to you?

My view of being a good steward means being better in your job every day and understanding how your job impacts other parts of your department and the organization. That will allow your organizational unit, large or small, to achieve operational excellence. Stewardship is everyone's responsibility.

2. How do you help DLA pursue operational excellence?

As the CFO, I see the financial results of how DLA delivers support and services in terms of dollars and cents, but I have little influence over how that support gets provided. I do, however, make recommendations to the DLA senior leadership based on my assessment of those financial results to target cost-reduction opportunities.

Defense Logistics Agency Photo



My primary role is working with DLA senior leaders, operators and support staff to address stewardship issues. This means I am focused on facilitating improvement at the individual transaction and process level. There is no "silver bullet." This is hard work that requires dedicated effort and persistence.

3. You've described stewardship as a common-sense way of doing business. How does applying common sense help the agency support warfighters?

This goes to an item I discuss with new headquarters Financial Operations employees. When they are new to an area, they have the best opportunity to look at the job and the processes used to complete it through their past experiences to see if what they are learning passes the common sense test. I tell them to ask questions about our processes so we guard against developing blind spots and a false sense of security in our current processes. We should be able to explain why a process is being done a certain way: if we can't, we should change it.

We have a tremendous opportunity for improvement when you step back and ask basic

Responsible Stewardship

Operational Excellence

Auditability

Assess

questions in a disciplined way. This is the core principle of most continuous process improvement techniques. Improvements should increase quality, reduce cycle time, and minimize required rework, which should lead to more effective warfighter support and reduced cost.

4. What does stewardship mean to DLA employees and how does it affect their jobs?

It means making sure they do all they can to produce the most warfighter support for each dollar they spend and that they safeguard agency assets. This goes to the key areas of effectiveness, efficiency and control otherwise known as doing it right the first time, every time. The easy thing for employees to remember when performing their everyday duties is, "If this was my business, what decision would I make and what information do I need to make the right decision?"

5. What does DLA's push for stewardship excellence mean to warfighters? Will they notice a difference in DLA's goods and services?

Stewardship is about enabling operational excellence. By improving stewardship, we will have reliable,

consistent and timely information to make decisions that best support warfighters. Our customers may see the impact of our stewardship efforts by the reduced time it takes to process and ship orders. They may see it when DLA collaborates with them on future needs. If we find areas to improve efficiency, they will see the results in the form of reduced costs.

6. Prior to pinpointing stewardship as a primary focus, DLA spent much of its time pursuing audit readiness. Do stewardship and auditability overlap?

DLA's stewardship effort will eventually lead us to an unqualified or "clean" audit opinion on our financial statements. But this will be a byproduct of comprehensive review of and improvements to our business processes, systems and

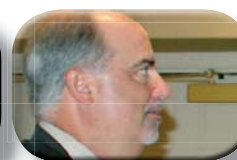
Improvements to business processes should increase quality, reduce cycle time, and minimize required rework, which should lead to more effective warfighter support and reduced cost.

controls. Documented, repeatable and controlled business processes will lead to more effective warfighter support and reduced costs. This is the real-value proposition because it is the core of achieving stewardship excellence.

A clean audit opinion will merely validate that we are good stewards of the resources that have been entrusted to us. We are all DLA employees, but we also are all taxpayers and as such, we should demand every tax dollar produce as much warfighter-support as possible.

7. As a DLA senior leader, why is it important employees at all levels make sound business decisions?

A sound business decision is one made after looking from one end of a process to the other to see how a change in one area will affect the entire process. Sometimes we look at what a part of a process is doing and think work can be better accomplished if we make a change. But before making a change, we need to



et Safeguards

Sound Business Decisions

Enterprise Risk Management

TEN QUESTIONS WITH...

understand how that change affects the entire business cycle and how it impacts other parts of the headquarters or field command organizations, and their respective people, systems and processes. It may be that a change made to one part of the process will make the business cycle and corresponding organizations less effective and/or efficient.

We can see this by using our Enterprise Business System suite as an example. We begin with a standard, repeatable, documented process. If a single system change is made to accommodate a particular request by only one field command or supply chain, we may realize an improvement in that area, but then we will likely have additional system costs down the road as updates to EBS occur. Unique processes also introduce more control risk since many times different or additional controls need to be implemented to adequately control and monitor the unique processes. We need to take into consideration these factors to make well-informed, sound business decisions.

8. Enterprise Risk Management is part of DLA's plan for targeting areas that can become more efficient. How does ERM fit in with the agency's established streamlining tools like Continuous Process Improvement and Lean Six Sigma?

ERM is the process the director and senior leaders will use to target strategic risk. CPI/LSS are the tools currently used

once areas are targeted to improve process effectiveness and lower costs. ERM capability is currently being developed by the Enterprise Transformation and Strategic Planning Directorate.

9. How do DLA's efforts to pursue stewardship match those of other Defense Department agencies?

DLA reports our stewardship progress in the department's Financial Improvement and Audit Readiness plan. The plan provides a roadmap showing how the department plans to reach a position where it can provide and defend timely, accurate and relevant financial information; sustain improvements made through effective internal control programs; and eventually receive an audit opinion on its financial statements.

As a result of our stewardship focus, DLA has made great strides in documenting our agency's entire business in 10 end-to-end business cycles. We have identified areas with gaps or deficiencies that need corrective-action plans to address them. We will execute those plans to resolve deficiencies. Our approach is connected to our vendors and customers and integrated within

DLA. We have used this end-to-end approach to meet departmental requirements since 2007 and I am proud to say DLA is a recognized leader in the department's FIAR effort.

10. What goals does the agency ultimately hope to achieve by pursuing stewardship at all organizational levels?

While we perform many business-like functions, DLA is not a business – it is a combat logistics support organization. We owe it to those who serve our country around the world every day to aspire to stewardship excellence at all organizational levels.

I encourage everyone to visit our stewardship Web site at <https://headquarters.dla.mil/stewardship/default.asp> to stay abreast of DLA's progress.



Efficiency

Auditability

Asset Safeguards

Sound Business Decisions

Quick Action Supplies Army with Bridge Parts

Teamwork and lightning-fast execution helped get the Army spare parts for much-needed semi-permanent bridges in Afghanistan this winter.

Mabey & Johnson Ltd. of Lydney, England, which began building semi-permanent bridges during World War II, manufactures its "logistics support bridge," which can be used to replace damaged civilian bridges, create new routes for warfighters, or simply upgrade routes to accommodate heavier traffic.

Because it comes in sections composed of a variety of standard parts — panels, transoms, decks, bracing members, ramps and beams — the bridge can accommodate all types of vehicles. The modular design allows for a number of different configurations for a wide range of loads and spans.

According to Jim Losey, a land weapon system support manager in the Land Weapons Systems Division, of Defense Supply Center Columbus, Ohio, the Army is using the bridges to create new routes so warfighters can conserve fuel and avoid dangerous areas.

"The Army had acquired the bridges

but a lot of parts were missing," Losey said.

The Army had about 60 LSB sections, or about 4,500 meters of bridge, but since the sections weren't fielded through the U.S. Army Tank-automotive and Armaments Command, the parts didn't go through the provisioning process to ensure proper management and adequate spares, he said.

That's when the Army came to the Defense Logistics Agency for help. But there was a problem — all the national stock numbered-items were managed by NATO and the Army wasn't listed as a user.

Losey said getting the bridge parts into theater involved the Columbus supply center, DLA headquarters, DLA-Central Command, the Defense Logistics Information Service and Defense Supply Center Philadelphia.

"We were able to work with DLIS to process requisitions for all their requirements — some 54 documents worth \$1.4 million in parts — all this within a week," Losey explained. "By the time the requisition hit the system, we had [contract] awards."

By mid-January, Mabey & Johnson began filling four 40-foot

Army Capt. James Reid



Australian and American combat engineers work to rebuild a bridge in Afghanistan.

containers obtained from DLA's Defense Distribution Depot Europe, in Gernersheim, Germany, with DSCP-managed parts destined for Bagram and Kandahar, Afghanistan.

"They did it in record time," said Marine Lt. Col. Rolando Guzman, Customer Operations division chief in the Land Weapons Systems Division at DSCC, who played a key role in seeing that the parts were made available.

— Tony D'Elia
Defense Supply Center Columbus
Public Affairs Office

Army Capt. James Reid



A new Mabey & Johnson Ltd. Bridge replaces a ruined bridge in Afghanistan. The Defense Supply Center Columbus, Ohio, helped get the Army spare parts for the British company's modular bridges.

Commercials Showcase Agency Support

If a picture is worth a thousand words, then Defense Logistics Agency customers should be learning volumes soon when some new commercials begin appearing online and over the military airwaves.

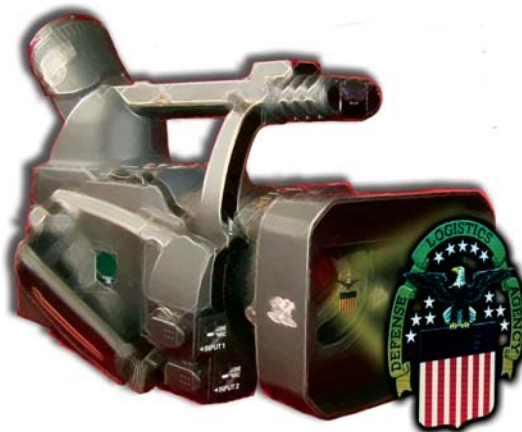
A DLA production crew spent two days in Battle Creek, Mich., recently assisting the Defense Logistics Information Service in preparing commercial-style announcements to increase customer awareness of DLIS' role in international codification, contingency support and operation of DLA's Customer Interaction Center.

Officials said previous customer contacts and surveys indicated some customers were not aware of DLA and DLIS support.

"We looked at venues in which we could reach out to the military services [in the U.S.] and abroad to get the word out to a larger customer segment,"

explained Brenda Ellis, DLIS' Customer Outreach branch chief.

For Army Chief Warrant Officer 4 Bryant Carey, it was his first time being involved in a Defense Department video. Carey was one of two DLIS personnel appearing in a piece prepared about the NATO Master Catalogue of References for Logistics, a database of codification information available on DVD and online, that contains more than 16 million



NATO stock numbers, 31 million part numbers, 2 million manufacturer codes and 23 million user registrations.

"Having been a user, I can see how the information in the video will help people understand the tool and what they need to do to get the right data," Carey said.

Viewers hoping to get a deeper understanding can watch DLIS employee Brad Gilbert as he demonstrates how the NMCRL can help identify items.

"Hopefully, it will help people understand the value of the tool — especially for coalition forces — and that it will motivate them to buy the product," Gilbert said.

The commercials will be offered for use on the Pentagon Channel and the Armed Forces Television Network, in an effort to reach DLA customers overseas. The videos are also expected to be available via DLA's public Web site.

— Tim Hoyle
Defense Logistics Information Service
Public Affairs Office

Projects Speed Delivery of Stock Data to Customers

The Defense Logistics Agency's Defense Logistics Information Service is participating in two data research and development projects that aim to get information on available products to warfighters faster.

Because an increasing number of manufacturers are providing product descriptions on their public Web sites, DLIS is working to research, interpret and format that product data and make it available to the warfighters who need it in the Federal Logistics Information System.

In the first project, a focused Web crawler was acquired to extract characteristic data from the computer code embedded in Web sites. The crawler seeks out and collects very specific information such as product characteristics from multiple pages on a site and is programmed to know the difference between valuable information and irrelevant information like advertisements and navigation buttons. Because of this distinction, the crawler only collects what it is ordered to collect.

Focused Web crawlers are trainable, scalable, and can support complex information-gathering requirements, officials said. These tools have been used to identify duplicate part information residing in current systems and streamline data content to only that which is

necessary to maintain.

They are one of the ways DLIS can take advantage of publically available information to search commercial-vendor part data to help catalogers identify missing or outdated information to continuously improve data quality, officials said.

Catalogers can use these tools to monitor procurement-part history to provide timely and accurate data for item planning, and help manage stock levels, obsolescence and demilitarization requirements. Experts said the technology also allows for work to be done with a speed and accuracy level that meets and sometimes exceeds the current practices, and at a lower cost.

The second project involves study of a data-drawing extraction and coding

Coming in 2010 to a Trade Show Near You

The Defense Logistics Agency Enterprise booth is scheduled to appear at the conferences and workshops listed below. Stop by and let the staffers answer your questions about the agency and show you how to optimize your business with DLA.



Naval Expeditionary Forces Symposium and Expo 2010

March 1-3 — Virginia Beach, Va. www.defensetradeshows.com

Association of the United States Army Installation Management Command Symposium

March 29 — April 1 — San Antonio www.ausa.org

National Logistics Conference—Booth 423

April 12-15 — Miami, Fla. — DLA Director Speaking. www.ndia.org

Marine South

April 21-22 — Camp Lejeune, N.C. www.militaryexpos.com

Worldwide Logistics Workshop

April 26-30 — Huntsville, Ala.

General Services Administration Expo — Booth 1536 & 1538

May 4-6 — Orlando, Fla. <http://expo.gsa.gov>

Defense Energy Support Center Worldwide Energy

May 10-12 — National Harbor, Md. www.desc.dla.mil

USA Guard Bureau Logistics Symposium and Expo

May 10-12 — Louisville, Ky.

U.S. Special Operations Command Industry Conference 2010

June 15-17 — Tampa, Fla.

AUSA Logistics Symposium and Expo

June 22-24 — Richmond, Va. www.ausa.org

National Guard Association of the United States 2010

Aug. 20-23 — Austin, Texas

Modern Day Marine

Sept. 28-30 — Quantico, Va.

Air Force Logistics Officers Association 2010

Oct. 12-14 — Orlando, Fla. www.loanational.org

Department of Defense Maintenance 2010

Oct. 12-14 — Fort Worth, Texas www.sae.org

AUSA Annual Symposium and Expo

Oct. 25-27 — Washington, D.C. www.ausa.org

system that features the ability to extract characteristic data from unformatted sources such as portable document formats or paper engineering drawings. The system uses an optical character recognition program along with data modeling techniques to organize characteristic-related information into a form that can be automatically uploaded into the characteristics segment of an NSN record in FLIS.

During testing, the system was able to scan, extract and format characteristic data from 50-page or larger DLA-produced standard microcircuit drawings in two minutes or less. Experts said this is a fraction of the time a human would require to perform the same task, and analysis of the system's results showed an extremely high level of accuracy.

Together, the two approaches show significant promise for improving data quality and by testing the two procedures together, DLIS officials said the organization was recently able to use a batch loading process to improve the characteristic data segments of more than 200 NSNs.

Providing accurate and complete characteristic data descriptions for more than 15 million national stock numbers in the Federal Logistics Information System is one of the most important challenges facing DLIS catalogers, officials said.

Warfighters depend upon the descriptions to find the repair parts and

provisions that they need, and missing or inaccurate descriptions can mean wasted time, money and resources if the wrong item is ordered, they explained. Through such initiatives, DLIS is pursuing continuous process improvements that are expected to result in better stewardship of resources and better support to warfighters.

— Tim Hoyle
Defense Logistics Information Service
Public Affairs Office



**FOR MORE INFORMATION
ON CATALOGING, VISIT
[HTTP://WWW.DLIS.DLA.
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Defense Logistics Agency

SPIDERS



The Swiss Army Knife of Web-based Logistics Applications

Story by Jonathan Stack

A Defense Logistics Agency technology system is becoming the Swiss Army knife of Web-based logistics applications – a multi-function tool for customers, vendors and analysts.

The Support Planning Integrated Data Enterprise Readiness System, known as SPIDERS, is a secure Web application used by DLA and the Defense Supply Center Philadelphia for readiness, contingency planning and asset visibility.

"It is a data repository that connects vendors that produce supplies with DLA analysts who look at the supply chains and customers that will receive the supplies," said Carmen Viola, DSCP Industrial Program office chief.

The system allows vendors to see the agency's requirements throughout its supply chains, Viola said, and allows DLA analysts to identify critical materials within the supply chains to help better manage critical control points. The system also gives DLA customers access to tools and information about supplies and services they need, he said, noting that more than 70 percent of SPIDERS users are customers.

Viola said military customers can select a supply class and a country and then receive a directory of vendors able to meet their needs.

SPIDERS integrates data from multiple sources to give a complete picture of vendor capabilities, he said. The system captures capacity and capability data from vendors in the United States and overseas, so units will know immediately if vendors can supply what they need, when they need it.

Customers can also run inventory reports and mission-tracking status reports on operations ration shipments sent overseas.

The system has a module to support locations outside the continental U.S. known as the Industrial Base Extension program, or IBEX. This program captures data on OCONUS logistics supplies and services from commercial logistics providers around the globe and Viola said it is very useful to deploying units.

"The scope of the IBEX program

is to gather information invaluable to operational planning and execution in many remote places around the world," Viola said.

The IBEX program answers questions like whether the ports are deep enough to support ships, if the roads can accommodate 40-foot shipping containers, where units can find cold storage to protect short-shelf-life items, and how quickly units can feed and shelter refugees or victims from a disaster.

It also provides customers access to data such as warehousing and transportation assets, heavy-lift equipment and in-country knowledge, including roads, ports and railways.

"This geographic information is what can make or break an operation," Viola said.

SPIDERS also offers deployed troops another unique capability – the Deployment Tool Book.

"It's basically an electronic version of national stock number-level info for

The Defense Logistics Agency Support Planning Integrated Data Enterprise Readiness System allows customers to run inventory reports and mission-tracking status reports on operations ration shipments sent overseas, such as those pictured here.



Navy Petty Officer 1st Class Leah Stiles



An airman reviews in-flight checklists of an aircraft that will airdrop 40 container delivery system bundles of ready-to-eat meals and bottles of water while flying over Port-au-Prince, Haiti. The Defense Logistics Agency Support Planning Integrated Data Enterprise Readiness System, also known as SPIDERS, has a container calculator, which helps units determine their supply transport needs.

deploying or deployed troops," said Heidi Byers, Deployment Tool Book program manager. "They can go on there and download a version to their desktop. It gets updated every day at 4 a.m., so they always have a live version of it."

The book provides detailed assistance to deploying or deployed units in obtaining critical supplies and equipment they need to plan and execute their missions.

"It gives them ideas of what kind of items they'll need for their mission based on the region – cold or warm climate," Byers said. "It benefits the troops by helping them decide how many critical items they'll need, depending on the size of the unit."

The Deployment Tool Book covers the following classes of supply:

- Subsistence
- Individual equipment
- Petroleum, oils and lubricants
- Construction
- Personal-demand items
- Medical
- Repair parts

The tool book also presents contact information for the DLA liaison officers at the combatant commands and customer support representatives at the military services' major subordinate commands. In addition, it contains descriptions of DLA's regional commands and

For more information about SPIDERS or to sign up for an account, visit: <https://spiders.dla.mil>

their contact information, as well as contact information for DLA commodity managers and prime vendors.

To further help deploying units, SPIDERS has a container calculator, which helps units determine their supply transport needs.

For instance, if a deploying or deployed unit needs to transport 25,000 ready-to-eat meals, SPIDERS will instantly calculate the number of 20- or 40-foot shipping containers, C-130 Hercules cargo aircraft, CH-46D Sea Knight helicopters and five-ton trucks the unit will need to do the job.

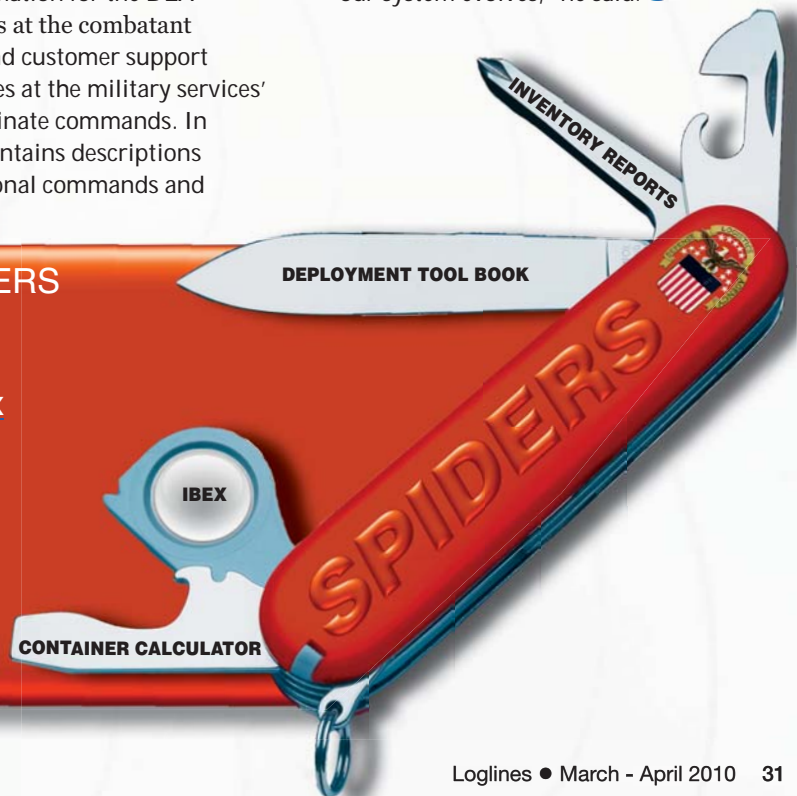
"It's one of the easiest and most-used tools in SPIDERS," Viola said.

Because of user demand, the SPIDERS container calculator has been expanded to include air frames, trucks and helicopters, Viola said.

"SPIDERS has been around for a long time and continues to grow in new and exciting ways as the needs of our customers change and further drive how our system evolves," he said. ★

A video exploring the benefits of SPIDERS is available at:

http://www.dla.mil/dlapublic/dla_media_center/video/video.aspx



OPERATION UNIFIED RESPONSE

Help for Haiti

Story by DLA Strategic Communications



Since a magnitude 7.0 earthquake struck Haiti, leaving thousands of people displaced and without access to food, water and medical care, the Defense Logistics Agency has been working side-by-side with the U.S. military and nongovernmental organizations to provide humanitarian aid to the survivors.

Immediately after the quake hit, DLA began coordinating with U.S. Southern Command, which had partnered with the State Department and U.S. Agency for International Development to assess the need for humanitarian support.

In the following weeks, DLA deployed a support team to Joint Task Force Haiti and its field activities worked around the clock, filling hundreds of thousands of requests for ready-to-eat meals, bottles of water, medical supplies, health and comfort items, fuel, maps, repair parts for military equipment and construction materials.

As the recovery and rebuilding efforts progress, DLA has continued its support of humanitarian operations by deploying a multi-function support team in support of Joint Task Force Haiti to participate in Operation Unified Response. The team has been providing logistics support to U.S. forces conducting humanitarian and disaster-recovery missions.

The support team is composed of representatives from the agency's major supply chains, which provide food, clothing, medical items and fuel, as well as repair parts for aircraft and ground vehicles. Specialists in distribution, disposal and reutilization are also part of the team.

Marine Col. Gary Wiest, commander of DLA Support Team – Haiti, led the team's deployment and stand-up of DLA operations in Haiti. Wiest is from Defense Supply Center, Richmond, Va., home to DLA's aviation and supply chain, where he serves as deputy commander of operations.

"So far, DST operations have focused on establishing support for bulk fuel and subsistence. As the theater matures, we expect requirements for building and construction supplies and repair parts will grow," Wiest said early in the support team's deployment.

The DST is embedded with Joint Logistics Command Haiti, whose headquarters is manned by the Army's 3rd Expeditionary Sustainment Command. Wiest said the team lives and works in a tent camp at Port-au-Prince airfield. They have dedicated satellite communications support, provided by Defense Logistics Information Service, to accomplish their mission.

Wiest said the U.S. is making a difference in providing security, medical care and food to the Haitian people.

In addition, Defense Energy Support Center quality assurance representatives maintain a constant presence in Haiti, ensuring infrastructure and damage assessments are completed. The DESC Americas East Homestead Air Reserve Base Quality Office sent two QARs to join the DLA Assessment Team just days after the quake. The assessment team's initial two- to three-day assignment on the ground in Haiti aimed to assess, evaluate and report damage to the port and petroleum terminal receipt and issue infrastructure.

The QARs completed the initial assessments under extremely hazardous conditions following the severe quake and aftershocks, and according to DESC Americas East Commander Army Col. Bill Keyes, the information provided by the QAR team was pivotal in the agency's ability to initiate fuel support operations in concert with U.S. Southern Command.

After the initial assignment, one of the QARs returned to the U.S. However, one – Michael Meacham – remained in Haiti to continue providing critical information to DESC and USSOUTHCOM while serving as a subject matter expert for Joint Task Force Haiti and 3rd Expeditionary Support Command.

DLA is also maintaining a presence

Additional reporting by members of the Defense Supply Center Columbus, Ohio, Defense Supply Center Philadelphia, Defense Supply Center Richmond, Va., Defense Energy Support Center and Defense Reutilization and Marketing Service public affairs offices.

aboard the Navy hospital ship USNS Comfort, which has been in Haiti since mid-January providing life-saving medical care to survivors of the earthquake. Michael O'Connor, Defense Supply Center Philadelphia Class VIII (Medical Supplies) expert, has been on the Comfort since just before its departure and has been providing blog-style updates about his experiences.

DLA has continued to provide food and water for earthquake survivors and U.S. forces in the region.

Working with industry vendor partners, the Defense Supply Center Philadelphia provided 2.7 million ready-to-eat meals in support of the World Food Program, coordinating its effort with the U.S. Agency for International Development. The meals were allocated by USAID to support the World Food Program's plans for 15 distribution sites, including orphanages and hospitals.

DLA also coordinated with the Federal Emergency Management Agency to replenish the emergency agency's stocks of 1.5 million ready-to-eat meals FEMA sent to Haiti.

In addition to providing food, DLA sourced construction material in support of Port-au-Prince pier reconstruction. DLA also provided hundreds of tents and cots to Naval Station Guantanamo Bay, Cuba, which is being used as a hub for humanitarian supplies headed to Haiti.

DLA's primary-level field activities continue to work around the clock to support the Haiti relief efforts.

The Defense Supply Center Columbus, Ohio, has been issuing spare parts — everything from water purification parts to welding equipment — to the Army, Navy and Marine Corps operating in Haiti. DSCC is helping supply two Marine Expeditionary Units that have been deployed to Haiti, as well as some Army units.

The 22nd Marine Expeditionary Unit and the 24th MEU both deployed to Haiti in January. The 22nd had just returned from a seven-month deployment, and the

24th had been preparing for a seven-month deployment. Both units are being supplied through DSCC and DSCP, the latter of which provided medical supplies to them before they departed Camp Lejeune, N.C.

"Logistically, they're in good shape," Bill Bartley, a customer support representative at Camp Lejeune, said of the 22nd MEU. "The system is working the way it's supposed to."

Bartley said the MEU asked for water purification chemicals early in February, and "human remains pouches" about a week later.

The Defense Distribution Center's Supply Chain Transportation division has been running an around-the-clock operation to support disaster-relief efforts in Haiti. DDC SCT is responsible for coordinating transportation requirements for DDC's vendor base, including providing carriers, documentation and guidance as freight moves to its destination.

As of early February, SCT had booked containers for the transport of more than 500,000 bottles of water and more than 700,000 ready-to-eat meals. SCT was also arranging transportation to the port of Jacksonville, Fla., for more than 1.2 million bottles of water, more than

2 million MREs and more than 90 cylinders of propane.

The Fort Lewis, Wash., Defense Reutilization and Marketing Office spent two days in early February searching its inventory for critical support items. The supplies were sent to a Haiti relief consolidation point in Albany, Ga., and consisting of 14 pallets of medical equipment valued at \$174,803 and several other loads of property including 640 insect protection nets, stretchers, bandages, water cans and sleeping bags.

"The ability to support the Haiti assignment has encouraged at all levels of various organizations," said Paula Newland, Fort Lewis property disposal specialist. "The cooperation creates a sense of gratification — proof that we can make a difference for others in a time of disaster." ★

Air Force C-17 Globemaster III planes, from 437th Air Wing, Charleston Air Force Base, S.C., air deliver 14,000 bottles of water and 14,500 meals, ready to eat, and humanitarian rations, to be distributed by members of the United Nations, in the outer lying area of Port-au-Prince, Haiti. The Defense Logistics Agency has been heavily involved in relief efforts following a magnitude 7.0 earthquake, providing food, water and construction materials, and supplying U.S. military units involved in the humanitarian operations.

Air Force Tech. Sgt. James L. Harper Jr.





I AM

DLA

My name is:

Marine Col. Gary Wiest

I am:

Deputy commander of operations at the Defense Supply Center Richmond, Va., but I am currently commander of DLA Support Team - Haiti.

Describe your job in a sentence:

As DSCR deputy commander, operations, I have led the integration of supply, storage and distribution units into DSCR as a result of Base Realignment and Closure 2005 legislation, and I coordinate DSCR's support of contingency operational planning and oversee all military personnel matters. I currently command the recently established and deployed multi-functional DLA Support Team - Haiti. DST-Haiti is linked to Joint Task Force Haiti Logistics, which is led by the Army's 3rd Expeditionary Sustainment Command.

How long have you worked for DLA?

I have worked at DLA for 2 1/2 years.

What's your favorite thing about working for DLA?

Through my DLA support team experiences, first in Iraq and now Haiti, I have been exposed to DLA's vast logistics capabilities, resources and expertise. My background has been primarily in aviation repair parts, but as a member of the DSTs, I have been exposed to DLA's subsistence, construction, bulk fuel, distribution, disposal and reutilization, and logistics information management missions.

What's your best memory of working here?

Serving as commander of DLA Support Team - Iraq and facilitating the integration of six supply, storage and distribution units into DSCR and DLA.

How do you make a difference to warfighters?

By always keeping the men and women serving in or supporting our armed forces in mind, I strive to focus my attention and actions on issues that will ease their burden as they accomplish their mission.



Gary J. Wiest